

Leadership Development

Sample List, Statements and Reports

Type	Statement, Report, or Graph	Plans included?	Sector	Type of Impacts
Business Outcome	List	Yes	Private	Quantitative
Business Outcome	List	Yes	Private	Qualitative
Business Outcome	Statement	No	Private	Quantitative
Effectiveness	List	No	Private	Quantitative
Effectiveness	Statement	No	Private	Quantitative
Efficiency	List	No	Private	Quantitative
Efficiency	Statement	No	Private	Quantitative
Summary	Report	Yes	Private	Qualitative
Program	Report	Yes	Private	Mixed
Operations	Report	Yes	Private	Quantitative

Version 6.0

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Leadership Development

Sample List of Outcome Measures and Programs with Quantitative Impacts

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<u>Priority</u>	<u>Business Outcomes and Impact of Leadership Development</u>	<u>Unit of Measurement</u>	<u>2018 Actual</u>	<u>2019 Plan</u>
1	Revenue: Increase Sales by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Leadership Development Initiatives	None planned		
2	Leadership: Increase Leadership Score by 5 Points to 73.5% (1)			
	Corporate Goal or Actual	Points	1 pt	5 pts
	Impact of Leadership Development Initiatives	Points	.5 pt	2.5 pts
	Leadership Development Initiatives			
	New leadership program for managers	Number	NA	500
	Revised leadership program for supervisors	Number	501	2500
	New high potential program	Number	23	50
	Coaching for Dept Heads and Officers	Number	<u>19</u>	<u>40</u>
	Total number of leaders participating	Number	543	3090
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)			
	Corporate Goal or Actual	Points	1 pt	3 pts
	Impact of Leadership Development Initiatives	Points	.2 pts	1 pt
	Leadership Development Initiatives			
	New leadership program for managers	Number	NA	500
	Revised leadership program for supervisors	Number	<u>501</u>	<u>2500</u>
	Total number of leaders participating	Number	501	3000
4	Safety: Reduce Injuries by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Leadership Development Initiatives	None planned		
5	Costs: Reduce Operating Expenses by 15%			
	Corporate Goal or Actual	%	5%	15%
	Impact of Leadership Development Initiatives	None planned		
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 80%			
	Corporate Goal or Actual	Points	1.6	4 pts
	Impact of Leadership Development Initiatives	None planned		
7	Comply with New Regulations			
	Corporate Goal or Actual	% in compliance	100%	100%
	Impact of Leadership Development Initiatives	None planned		
8	Innovation: Generate 10 New Patentable Ideas			
	Corporate Goal or Actual	Number	4	10
	Impact of Leadership Development Initiatives	None planned		
9	Retention: Improve Retention of Top Performers by 5 Points to 90%			
	Corporate Goal or Actual	Points	-3 pts	5 pts
	Impact of Leadership Development Initiatives	Points	.5 pt	1 pt
	Leadership Development Initiatives			
	New leadership program for managers	Number	NA	500
	Revised leadership program for supervisors	Number	501	2500
	New high potential program	Number	<u>23</u>	<u>50</u>
Total number of leaders participating	Number	524	3050	
10	Diversity: Increase Diversity Index by 4 Points to 50%			
	Corporate Goal or Actual	Points	1.1 pts	4 pts
	Impact of Leadership Development Initiatives	None planned		

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: The statement could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like the 4% increase in sales due to the initiative), while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like high, medium, or low. For some goals, the initiative may simply be "Essential" to achieving the goal.

Leadership Development

Sample List of Outcome Measures and Programs with Qualitative Impacts

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Priority	Business Outcomes and Impact of Leadership Development	Unit of Measurement	2018 Actual	2019 Plan
1	Revenue: Increase Sales by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Leadership Development Initiatives	None planned		
2	Leadership: Increase Leadership Score by 5 Points to 73.5% (1)			
	Corporate Goal or Actual	Points	0 pts	5 pts
	Impact of Leadership Development Initiatives	High/Med/Low	Medium	High
	Leadership Development Initiatives			
	New leadership program for managers	Number	0	500
	Revised leadership program for supervisors	Number	0	2500
	New high potential program	Number	0	50
	Total number of leaders participating	Number	0	3050
	Initiative to extend tenure in position for all dept. heads and officers	Months	20	27
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)			
	Corporate Goal or Actual	Points	1 pt	3 pts
	Impact of Leadership Development Initiatives	High/Med/Low	Low	Medium
	Leadership Development Initiatives			
	New leadership program for managers	Number	0	500
	Revised leadership program for supervisors	Number	0	2500
	Total number of leaders participating	Number	0	3000
4	Safety: Reduce Injuries by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Leadership Development Initiatives	None planned		
5	Costs: Reduce Operating Expenses by 15%			
	Corporate Goal or Actual	%	5%	15%
	Impact of Leadership Development Initiatives	None planned		
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 80%			
	Corporate Goal or Actual	Points	1.6	4 pts
	Impact of Leadership Development Initiatives	None planned		
7	Comply with New Regulations			
	Corporate Goal or Actual	% in compliance	100%	100%
	Impact of Leadership Development Initiatives	None planned		
8	Innovation: Generate 10 New Patentable Ideas			
	Corporate Goal or Actual	Number	4	10
	Impact of Leadership Development Initiatives	None planned		
9	Retention: Improve Retention of Top Performers by 5 Points to 90%			
	Corporate Goal or Actual	Points	-3 pts	5 pts
	Impact of Leadership Development Initiatives	High/Med/Low	Low	Low
	Leadership Development Initiatives			
	New leadership program for managers	Number	0	500
	Revised leadership program for supervisors	Number	0	2500
	New high potential program	Number	0	50
	Total number of leaders participating	Number	0	3050
10	Diversity: Increase Diversity Index by 4 Points to 50%			
	Corporate Goal or Actual	Points	1.1 pts	4 pts
	Impact of Leadership Development Initiatives	None planned		

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: The statement could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like the 4% increase in sales due to the initiative), while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like high, medium, or low. For some goals, the initiative may simply be "Essential" to achieving the goal.

Leadership Development

Sample Business Outcome Statement with Quantitative Impacts

Results through June

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Priority	Business Outcomes and Impact of Leadership Development	Unit of Measurement	2018					2019		
			Q1	Q2	Q3	Q4	Total	Q1	Q2	YTD
1	Revenue: Increase Sales by 20%									
	Revenue by Quarter	Millions of \$	\$774	\$689	\$764	\$825	\$3,052	\$890	\$821	\$1,711
	Percent change over year earlier	%	7.2%	8.8%	10.7%	13.3%	10.0%	15.0%	19.2%	17.1%
	Impact of Leadership Development Initiatives	None planned								
2	Leadership: Increase Leadership Score by 5 Points to 73.5% (1)									
	Leadership Score by Quarter	Points	67.1	67.5	68	68.5	68.5	69.5	71.5	71.5
	Point change over previous quarter (year)	Points	-0.4	0.4	0.5	0.5	1.0	1.0	2.0	3.0
	Impact of Leadership Development Initiatives	Points	0	0	0.2	0.3	0.5	0.4	0.8	1.2
	New leadership program for managers	Number					NA	92	284	376
	Revised leadership program for supervisors	Number	0	0	38	463	501	796	1096	1,892
	New high potential program	Number	0	23	0	0	23	0	25	25
	Coaching for Dept Heads and Officers	Number	0	0	7	12	19	15	18	33
	Total number of leaders participating	Number	0	23	45	475	543	903	1423	2326
	Initiative to extend tenure in position for all dept. heads and officer	Months	19.9	20.2	20.3	19.7	20.0	23	26	24.5
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)									
	Engagement Score by Quarter	Points	65.1	64.9	65.3	66.4	66.4	67.1	68.3	68.3
	Point change over previous quarter (year)	Points	-0.3	-0.2	0.4	1.1	1.0	0.7	1.2	1.9
	Impact of Leadership Development Initiatives	Points	0	0	0	0.2	0.2	0.1	0.5	0.6
	New leadership program for managers	Number					NA	92	284	376
	Revised leadership program for supervisors	Number	0	0	38	463	501	796	1096	1,892
	Total number of leaders participating	Number	0	0	38	463	501	888	1380	2268
4	Safety: Reduce Injuries by 20%									
	Number of Injuries by Quarter	Number	143	157	174	165	639	125	130	255
	Percent change over year earlier	%	-8.5%	-10.5%	-9.4%	-11.6%	-10.0%	-12.6%	-17.2%	-14.9%
	Impact of Leadership Development Initiatives	None planned								
5	Costs: Reduce Operating Expenses by 15%									
	Operating Expenses by Quarter	%	\$651	\$623	\$663	\$674	\$2,611	\$601	\$541	\$1,142
	Percent change over year earlier	%	-5.7%	-4.8%	-4.9%	-4.6%	-5.0%	-7.7%	-13.2%	-10.4%
	Impact of Leadership Development Initiatives	None planned								
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 84.5%									
	Call Center Satisfaction Score by Quarter	Points	79.1	78.4	80.1	80.5	80.5	81.5	83.4	83.4
	Point change over previous quarter	Points	0.2	-0.7	1.7	0.4		1.0	1.9	2.9
	Impact of Leadership Development Initiatives	None planned								
7	Comply with New Regulations									
	Compliance with New Regulations	% in compliance	100%	100%	100%	100%	100%	100%	100%	100%
	Impact of Leadership Development Initiatives	None planned								
8	Innovation: Generate 10 New Patentable Ideas for a Total of 48									
	Number of new patentable ideas created	Number	9	7	10	12	38	11	12	23
	Change over year earlier	Number	1	-2	2	3	4	2	5	7
	Impact of Leadership Development Initiatives	None planned								None
9	Retention: Improve Retention of Top Performers by 5 Points to 90.1%									
	Retention of Top Performers	Points	87.8	87.0	86.3	85.1	85.1	85.8	87.1	87.1
	Point change over previous quarter	Points	-0.3	-0.8	-0.7	-1.2	-3.0	0.7	1.3	2.0
	Impact of Leadership Development Initiatives	Points	0	0	0	0.2	0.2	0.1	0.3	0.4
	New leadership program for managers	Number	NA	NA	NA	NA	NA	92	284	376
	Revised leadership program for supervisors	Number	0	0	38	463	501	796	1096	1,892
	New high potential program	Number	0	23	0	0	23	0	25	25
	Total number of leaders participating	Number	0	23	38	463	524	888	1405	2293
10	Diversity: Increase Diversity Index by 4 Points to 50%									
	Quarterly Diversity Index	Points	44.6	44.9	45.8	46.0	46.0	46.7	48.0	48.0
	Point change over previous quarter	Points	-0.3	0.3	0.9	0.2		0.7	1.3	2.0
	Impact of Leadership Development Initiatives	None planned								

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: This detailed statement shows results by quarter. Alternatively, a detailed statement could show results by month and/or at a greater level of granularity. For example, results could be shown at the region, business unit, or district level.

The statement could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like the 4% increase in sales due to the initiative) while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like high, medium, or low.

For some goals, the initiative may simply be "Essential" to achieving the goal.

The Prior Year Total and Current Year Data is required. This can be accumulative, monthly, or quarterly as in this example.

Leadership Development

Sample List of Effectiveness Measures

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	<u>Unit of Measurement</u>	<u>Historical Data Available</u>	<u>Manage or Monitor</u>
Succession Planning			
Succession Planning Success Rate	%	Yes	Monitor
Bench Strength	Number	Yes	Monitor
Bench Time			
Average Bench Time	Months	Yes	Monitor
Average Bench Time at Promotion	Months	Yes	Monitor
Course Evaluations			
Level 1	% Top Two Boxes	Yes	Monitor
Quality	% Top Two Boxes	Yes	Monitor
Intent to apply	% Top Two Boxes	Yes	Monitor
Impact on performance	% Top Two Boxes	Yes	Monitor
Level 3	% Top Two Boxes	Yes	Monitor
Level 4	% Top Two Boxes	Yes	Monitor
Coaching Evaluation			
Level 1	% Top Two Boxes	Yes	Monitor
Quality	% Top Two Boxes	Yes	Monitor
Intent to apply	% Top Two Boxes	Yes	Monitor
Impact on performance	% Top Two Boxes	Yes	Monitor
Level 3	% Top Two Boxes	Yes	Monitor



Leadership Development Sample Effectiveness Statement

Results through June

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	<u>Unit of Measurement</u>	<u>2018</u>	<u>2019</u>		<u>YTD</u>
		<u>Average</u>	<u>Qtr 1</u>	<u>Qtr 2</u>	
Succession Planning					
Succession Planning Success Rate	%	55%	65%	76%	71%
Bench Strength	Number	0.5	0.7	0.8	0.8
Bench Time					
Average Bench Time - Dept Heads and Officers	Months	20.0	23.0	26.0	24.5
Average Bench Time at Promotion - Dept Heads and Officers	Months	22.0	25.2	25.9	25.6
Course Evaluations					
Level 1	% Top Two Boxes	86%	87%	89%	88%
Quality	% Top Two Boxes	87%	89%	91%	90%
Intent to apply	% Top Two Boxes	84%	84%	88%	86%
Impact on performance	% Top Two Boxes	86%	87%	88%	88%
Level 3	% Top Two Boxes	NA	76%	78%	77%
Level 4	% Top Two Boxes	NA	NA	71%	71%
Coaching Evaluation					
Level 1	% Top Two Boxes	79%	81%	83%	82%
Quality	% Top Two Boxes	74%	79%	81%	80%
Intent to apply	% Top Two Boxes	76%	77%	79%	78%
Impact on performance	% Top Two Boxes	87%	88%	89%	89%
Level 3	% Top Two Boxes	NA	82%	85%	84%
Level 4	% Top Two Boxes	NA	NA	78%	78%

Preparer Notes: Monthly data could also have been used instead of quarterly.
The statement could also show data at a more granular level. For example, measures could be shown for each or by country, region, or business unit.

Leadership Development

Sample List of Efficiency Measures

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	<u>Unit of Measurement</u>	<u>Historical Data Available</u>	<u>Manage or Monitor</u>
Leadership Development Cost	Million \$	Yes	Monitor
Participants			
New leadership program for managers	Number	Yes	Monitor
Revised leadership program for supervisors	Number	Yes	Monitor
New high potential program	Number	Yes	Monitor
Coaching program	Number	Yes	Monitor
Total number of leaders participating	Number	Yes	Monitor
Succession Planning			
Percentage of Defined Positions with an Identified Successor	%	Yes	Monitor
Percentage of Defined Positions Filled Internally	%	Yes	Monitor
Organization			
Percentage of Managers without Direct Reports	%		
Span of Control - Managers	Number of Reports	Yes	Monitor
Span of Control - Supervisors	Number of Reports	Yes	Monitor
Tenure			
Average Management Tenure	Years	Yes	Monitor



Leadership Development Sample Efficiency Statement

Results through June

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	Unit of Measurement	2018	2019						
		Actual	Jan	Feb	Mar	Apr	May	Jun	YTD
Leadership Development Cost	Thousands \$	2310	345	389	402	405	423	456	2,420
Participants									
New leadership program for managers	Number	342	0	31	61	74	95	115	376
Revised leadership program for supervisors	Number	1732	245	278	273	345	368	383	1,892
New high potential program	Number	18	0	0	0	0	25	0	25
Coaching program	Number	27	4	6	5	6	4	8	33
Total number of leaders participating	Number	2119	249	315	339	425	492	506	2326
Succession Planning									
Percentage of Defined Positions with an Identified Successor	%	94%	83%	85%	86%	89%	92%	94%	94%
Percentage of Defined Positions Filled Internally	%	85%	82%	82%	83%	84%	84%	85%	85%
Organization									
Percentage of Managers without Direct Reports	%	4%	4%	4%	3%	3%	3%	2%	2%
Span of Control - Managers	Number of Reports	7.0	7.1	7.2	7.2	7.3	7.3	7.4	7.4
Span of Control - Supervisors	Number of Reports	5.5	5.6	5.6	5.7	5.7	5.8	5.9	5.9
Tenure									
Average Management Tenure	Years	15.1	15.2	15.3	15.3	15.4	15.4	15.5	15.5

Preparer Notes: Quarterly data could also have been used instead of monthly. The statement could also contain measures which are not included in the high-level statement.

The statement could also show data at a more granular level. For example, measures could be shown for each initiative or by country, region, or business unit.

Leadership Development

Sample Summary Report

with Qualitative Impact Measures

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Results Through June

	Unit of Measurement	2018	2019			Comparison to Plan	Forecast	Comparison to Plan
		Actual	Plan	Jun YTD				
Impact of Leadership Development Initiatives on Leadership: Increase Leadership Score by 5 Points to 73.5% (1)								
Corporate Goal or Actual	Points	1 pt	5 pts	3 pts	2 pts below	4.6 pts	.4 pts below	
Impact of Leadership Development Initiatives	High/Med/Low	Medium	High	High	on plan	High	on plan	
Leadership Development Initiatives								
New leadership program for managers	Number	NA	500	376	75%	525	105%	
Revised leadership program for supervisors	Number	501	2500	1892	76%	2600	104%	
New high potential program	Number	23	50	25	50%	50	100%	
Coaching for Dept Heads and Officers	Number	19	40	33	83%	50	125%	
Total number of leaders participating	Number	543	3090	2326	75%	3225	104%	
Initiative to extend tenure in position for all dept. heads and officers	Months	20	27	25	91%	27	100%	
Engagement: Increase Engagement Score by 3 Points to 69.4% (1)								
Corporate Goal or Actual	Points	1 pt	3 pts	1.9 pts	1.1 pts below	3 pts	on plan	
Impact of Leadership Development Initiatives	High/Med/Low	Low	Medium	Medium	on plan	Medium	on plan	
Leadership Development Initiatives								
New leadership program for managers	Number	NA	500	376	75%	525	105%	
Revised leadership program for supervisors	Number	501	2500	1892	76%	2600	104%	
Total number of leaders participating	Number	501	3000	2268	76%	3125	104%	
Retention: Improve Retention of Top Performers by 5 Points to 90%								
Corporate Goal or Actual	Points	-3 pts	5 pts	2 pts	3 pts below	5 pts	on plan	
Impact of Leadership Development Initiatives	High/Med/Low	Low	Low	Low	on plan	Low	on plan	
Leadership Development Initiatives								
New leadership program for managers	Number	NA	500	376	75%	525	105%	
Revised leadership program for supervisors	Number	501	2500	1892	76%	2600	104%	
New high potential program	Number	23	50	25	50%	50	100%	
Total number of leaders participating	Number	524	3050	2293	75%	3175	104%	
Effectiveness								
Succession Planning Success Rate	%	55%	70%	71%	1% above	72%	2% above	
Bench Strength	Number	0.5	0.7	0.8	109%	0.8	114%	
Average Bench Time	Months	20.0	26	25	94%	26	100%	
Average Bench Time at Promotion	Months	22.0	28	26	91%	28	100%	
Participant Feedback on Courses	% Top Two Boxes	86%	90%	88%	2% below	90%	on plan	
Application of Learning on the Job	% Top Two Boxes	NA	85%	77%	8% below	80%	5% below	
Participant Feedback on Coaching	% Top Two Boxes	79%	85%	82%	3% below	83%	2% below	
Application of Coaching on the Job	% Top Two Boxes	NA	80%	78%	2% below	79%	1% below	
Efficiency								
Percentage of Defined Positions with an Identified Successor	%	83%	100%	94%	6% below	97%	3% below	
Percentage of Defined Positions Filled Internally	%	82%	90%	85%	4% above	88%	2% below	
Percentage of Managers without Direct Reports	%	4%	2%	2%	on plan	2%	on plan	
Span of Control - Managers	Number of Reports	7.1	8.0	7.4	93%	7.7	96%	
Span of Control - Supervisors	Number of Reports	5.6	7.0	5.9	84%	6.3	90%	
Average Management Tenure	Years	15.3	16.0	15.5	97%	15.8	99%	

Preparer's Notes: This management report should contain the most important outcome, effectiveness and efficiency measures from the three statements.

The choice of measures is up to each organization.

This example contains qualitative measures (high, medium, low) for the impact of initiatives on goals instead of quantitative measures like a 4% increase in sales or a 1 point increase in engagement.

The headings like Impact of Talent Acquisition Initiatives are customizable. Choose a heading name that makes sense for your organization.

Likewise, group the measures together in a way that makes sense for your organization.

The five columns are required. Additional columns may be added such as Forecast as % of Plan

The report could contain a mix of qualitative and quantitative measures for the impact of talent acquisition on the goals.



Leadership Development Sample Program Report Revised Leadership Program for Supervisors

	<u>Unit of Measurement</u>	<u>2019</u>					
		<u>2018 Actual</u>	<u>Plan</u>	<u>Jun YTD</u>	<u>Comparison to Plan</u>	<u>Forecast</u>	<u>Comparison to Plan</u>
Enterprise Goal: Leadership: Increase Leadership Score by 5 Percentage points	%	2.0%	5.0%	3.0%	Below plan	4.6%	Near plan
Planned Impact of Leadership Development Initiatives	H/M/L	Medium	High	High	On plan	High	On plan
Goal Owner: William Scheer, Leadership Development Program Leader							

Program: Revised Leadership Program for Supervisors

Effectiveness

Course Evaluations for Leadership Program for Supervisors

Level 1							
Quality	% Top Two Boxes	85%	92%	95%	3% above	94%	2% above
Intent to apply	% Top Two Boxes	81%	90%	92%	2% above	93%	3% above
Impact on performance	% Top Two Boxes	75%	85%	88%	3% above	89%	4% above
Level 3	% Top Two Boxes	NA	80%	86%	6% above	85%	5% above
Level 4	% Top Two Boxes	NA	75%	80%	5% above	80%	5% above

Coaching Evaluation for Leadership Program for Supervisors

Level 1							
Quality	% Top Two Boxes	65%	80%	92%	12% above	92%	12% above
Intent to apply	% Top Two Boxes	60%	78%	83%	5% above	81%	3% above
Impact on performance	% Top Two Boxes	55%	75%	81%	6% above	80%	5% above
Level 3	% Top Two Boxes	NA	85%	90%	5% above	88%	3% above
Level 4	% Top Two Boxes	NA	88%	90%	2% above	88%	3% above

Efficiency

Participants in Leadership Program for Supervisors

Revised leadership program for supervisors	Number	501	2500	1892	76%	2700	108%
Leadership Development Cost	Thousands \$	305	325	155	48%	350	108%



Leadership Development Sample Operations Report Results through June

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	Unit of Measurement	2018 Actual	2019				
			Plan	Jun YTD	Comparison to Plan	Forecast	Comparison to Plan
Effectiveness Measures							
Succession Planning							
Succession Planning Success Rate	%	55%	65%	76%	11% above	72%	7% above
Bench Strength	Number	0.5	0.7	0.8	111%	0.8	111%
Bench Time							
Average Bench Time - Dept Heads and Officers	Months	20.0	23.0	26.0	113%	26.0	113%
Average Bench Time at Promotion - Dept Heads and Officers	Months	22.0	25.2	25.9	103%	28.0	111%
Course Evaluations							
Level 1	% Top Two Boxes	86%	87%	89%	2% above	88%	1% above
Quality	% Top Two Boxes	87%	89%	91%	2% above	90%	1% above
Intent to apply	% Top Two Boxes	84%	84%	88%	3% above	85%	1% above
Impact on performance	% Top Two Boxes	86%	87%	88%	1% above	88%	1% above
Level 3	% Top Two Boxes	NA	76%	78%	2% above	77%	1% above
Level 4	% Top Two Boxes	NA	70%	71%	1% above	72%	2% above
Coaching Evaluation							
Level 1	% Top Two Boxes	79%	81%	83%	2% above	82%	1% above
Quality	% Top Two Boxes	74%	79%	81%	2% above	80%	1% above
Intent to apply	% Top Two Boxes	76%	77%	79%	2% above	78%	1% above
Impact on performance	% Top Two Boxes	87%	88%	89%	1% above	90%	2% above
Level 3	% Top Two Boxes	NA	82%	85%	3% above	85%	3% above
Level 4	% Top Two Boxes	NA	76%	78%	2% above	78%	2% above
Efficiency Measures							
Participants							
New leadership program for managers	Number	NA	500	376	75%	525	105%
Revised leadership program for supervisors	Number	501	2500	1892	76%	2600	104%
New high potential program	Number	23	50	25	50%	50	100%
Coaching program	Number	19	40	33	83%	50	125%
Total number of leaders participating	Number	543	3090	2326	75%	3225	104%
Succession Planning							
Percentage of Defined Positions with an Identified Successor	%	83%	100%	94%	6% below	97%	3% below
Percentage of Defined Positions Filled Internally	%	82%	90%	85%	5% below	88%	2% below
Organization							
Percentage of Managers without Direct Reports	%	4%	2%	2%	on plan	2%	100%
Span of Control - Managers	Number of Reports	7.1	8.0	7.4	93%	7.7	96%
Span of Control - Supervisors	Number of Reports	5.6	7.0	5.9	84%	6.3	90%
Tenure							
Average Management Tenure	Years	15.3	16.0	15.5	97%	15.8	99%

Preparer Notes: Measures for this management report are selected from the Efficiency Statement. The Operations Report may include all the measures from the Efficiency Statement or a subset. The selected measures should be those that will be actively managed on a monthly basis and thus will have a forecast which can be updated monthly. The five columns are required. Additional columns may be added including Forecast as a % of Plan. Headings such as Succession Planning and Organization and the measures included for each are customizable and may be selected to meet the needs of the organization.

Current Year	Next Year
2018	2019

Note: Change the current year to also alter the "Next Year" field